GENERAL INFORMATION

Title:	Driver License Central Issue Services Project
Working Title:	DLCI
Proponent Secretary:	186 Secretary of Transportation
Proponent Agency:	154 Department of Motor Vehicles
Prepared By:	Bigness, David
Date Finalized:	Aug 1, 2008
Control Number:	11260

POINTS OF CONTACT - PROJECT CHARTER

Points of Contact

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EXECUTIVE SUMMARY - PROJECT CHARTER

Executive Summary

An Executive Summary is required when Sections covering the Project Purpose through the Project Organization of the charter are excessively long. In two or three paragraphs, provide a brief overview of this project and the contents of this Charter.

The current driver's license/identification card (DL/ID) issuance contract with Digimarc will expire in December 2008. Also, Department of Motor Vehicles (DMV) is required to meet the federal mandate of Real ID compliance.

DMV currently issues driver's licenses and ID cards over the counter when a customer visits a DMV office and meets all driver's license or ID card requirements. This method creates potential for the use of bogus addresses on application forms. It also creates opportunities for customer and employee fraud. It is incumbent upon the DMV to ensure that all possible measures necessary to prevent the alteration, duplication, and replication of a document issued by the DMV have been achieved. Since there is general public acceptance and trust placed in documents issued by State governments, it is also incumbent upon the DMV to ensure the highest level of document security is applied, thereby affording their constituents the security and safety of a trusted Virginia government credential, while mitigating the risk that may be caused by the compromise of secure Virginia government identification.

The Virginia Department of Motor Vehicles has established a multi-year services contract, through competitive negotiation, for a secure Driver's License/Identification Card (DL/ID) services solution including all necessary hardware, software products, design, development, customization, installation, training, personnel, supplies, and maintenance, on a firm fixed-price cost-per-card basis, as specified in Contract Number: 154:7-004.

Some assumptions have been made; such as, Canadian Bank Note Secure Technologies Inc. (CBN) will be the provider for DLCI solution since the RFP Process is complete and a contract has been signed. The Central Image Storage System (CISS) database will be located at DMV Headquarters since close proximity of data is needed for the speed of data transmission. Information technology components will be processed in a timely manner by VITA/NG to ensure the completion date of June 2009 is met.

The scope of the project is explained in detail later in this document which outlines that CBN will be providing card personalization services (CPS) in a secure central card production facility located in Danville, Virginia, including all hardware and software required. The major milestones are listed later in this document as well as indicating that the project development approval is scheduled to be received on July 17, 2008, the CPS will be complete by December 2008, Testing is scheduled to be complete by April 2009, customer service centers (CSCs) deployment is scheduled to take place starting April 2009 to be completed in June 2009.

The measures of success are outlined including minimizing the potential for customer and employee fraud and ensuring DMV will be positioned to meet future federal requirements. The project Oversight Committee and their responsibilities are described in this document. The Oversight Committee consists of the Deputy Commissioner for Operations, Deputy Commissioner for Finance, Assistant Commissioner for Driver and Vehicle Services, Director of Human Resources, and the DMV CIO. The project organization is described as well as the project resources. The total project implementation cost is estimated at $5,391,875. The cost is based on a VITA ROM from CBN's recommendation. VITA will reflect reduced costs based on revised requirements when statement of work is issued to DMV. ROM is based on a worst case scenario.

It is DMV's understanding that VITA will recognize, in the forthcoming VITA Statement of Work for a CESC hosted solution, the DMV modification of infrastructure requirements that DMV estimates at a cost of $900,000 (pre-VITA estimate). This figure was reflected in the 4.5 million dollar total project cost presented to the ITIB July 17th, 2008. The difference between the 4.5MM and 5.4MM is due to the DMV ROM, produced by VITA, not recognizing these reductions.

The major items of this reduction include:

10 servers replaces the original 23
Oracle RAC licenses for 10 servers, not 23
5 Terabytes of storage, not 10

PROJECT PURPOSE

Business Problem

The Business Problem is a question, issue, or situation, pertaining to the business, which needs to be answered or resolved. State in specific terms the problem or issue this project will resolve. Often, the Business Problem is reflected as a critical business issue or initiative in the Agency's Strategic Plan or Information Technology Strategic Plan.

The current driver's license/identification card (DL/ID) issuance contract with Digimarc will expire in December 2008. Also, Department of Motor Vehicles (DMV) is required to meet the federal mandate of Real ID compliance.

The purpose of a driver's license or identity document is to provide a portable, presentable proof of one's identity claim and the privileges associated with that identity. The possession and inherent security of the document relies upon the due diligence of the DMV.

DL/ID documents are typically secured by various means including holograms, laser engraving, machine-readable data and so forth. Similar to currency, these DMV issued identity documents use methods or technologies that would be difficult or expensive to acquire or duplicate thereby resisting counterfeiting (duplication). Since there is general agreement in the identification business that there will never be a tamper-proof document, often the documents are designed to resist alteration, such that tampering with them should be readily evident and easily identifiable through a rapid visual inspection and cursory examination in normal conditions without the need for tools or aids, thus negating its acceptance as suitable proof of identity. Lastly, information technology security measures combined with controlled auditing and accountability of the consumable components of the document, and security clearance of individuals handling or accessing these supplies is designed to provide a resistance to replication, which can occur when an unauthorized production of a government document occurs using misappropriated genuine government supplies.

In a February 2005 report to Congress, the US Department of the Treasury cited Identity Theft as the fastest growing crime in the United States. Often the weakness in security and the ability to counterfeit or modify the driver's license has contributed to this issue.

The Commonwealth of Virginia Driver's License and State ID cards are issued by the DMV. These documents are used extensively throughout Virginia and across the United States for many identification purposes including:

- Driving
- Boarding an aircraft
- Check cashing
- Banking
- Proof of identity
- Entering government buildings

It is therefore incumbent upon the DMV to ensure that all possible measures necessary to prevent the alteration, duplication, and replication of a document issued by the DMV have been achieved. Since there is general public acceptance and trust placed in documents issued by State governments, it is also incumbent upon the DMV to ensure the highest level of document security is applied, thereby affording their constituents the security and safety of a trusted Virginia government credential, while mitigating the risk that may be caused by the compromise of secure Virginia government identification.

PROJECT BUSINESS OBJECTIVES

Business Objectives

Using the objectives outlined in the Charter, list the objectives and any additional detail as necessary to clarify what results the project is intended to attain.

Commonwealth Strategic Plan – Critical Issues	Project Business Objectives
Citizens & Business Expectations - Security	Ensure that the physical document is both secure and durable
leading Edge Technology - Security	Utilize security features that include tactile features that can be detected under normal conditions.
Execution & Compliance with mandates	Produce a secure DL/ID solution that provides a new state driver's license and identification card that meets or exceeds the American Association of Motor Vehicle Administrators (AAMVA) requirements.
Improve internal controls	Minimize the potential for customer and employee fraud
Execution & Compliance with mandates	Ensure that DMV will be positioned to meet future Federal requirements
Improve internal controls	Adopt a secure production process that limits and controls access to materials, equipment, processes and information.

Assumptions

Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made in the decision to charter this project.

Canadian Bank Note Secure Technologies Inc. (CBN) will be the provider for DLCI solution - RFP Process complete. Have a signed contract with CBN.
Information technology components will be processed in a timely manner by VITA/NG to ensure the completion date is met.
DL/ID issuance rate was calculated with an annual growth rate of 1.4% compounded annually, from a baseline of 2.2 million cards per year.
Issuance rate of Special ID Cards (badges) was capped at a maximum of 10,000 cards per year.
The DL/ID Solution is designed to process a maximum of 3.1 million transactions per year.
The DL/ID Solution is designed to print a maximum of 2.6 million DL/ID cards per year.
The DL/ID Solution is designed to handle a maximum daily peak volume of 12,500 transaction requests, resulting in an issued card.
Disaster Recovery (DR):
1.   Facial Recognition (FR) data and software hosted at DMV will be backed up to tape.
2.   Current plans do not call for any changes to Disaster Recovery (DR) capability at DMV. However, as part of the DLCI development effort, the entire driver's license DR capability will be reassessed.

PROJECT DESCRIPTION & SCOPE

Project Description

Describe the project approach, specific solution, customer(s), and benefits. The Project Description is located in the Project Proposal.

The Virginia Department of Motor Vehicles sought to establish a multi-year services contract, through competitive negotiation, for a secure Driver's License/Identification Card (DL/ID) services solution including all necessary hardware, software products, design, development, customization, installation, training, personnel, supplies, and maintenance, on a firm fixed-price cost-per-card basis, as specified in detailed system design discussions with DMV and as required by any resulting contract.

The Virginia DMV requires a secure DL/ID solution that provides a new state driver's license and identification card that meets or exceeds the American Association of Motor Vehicle Administrators (AAMVA) requirements. The new Driver's License/Identification Card (DL/ID) solution must also provide improved productivity and higher quality cards through the use of newer technology, a changed delivery model, and improved business process methods.

The Virginia DMV requires improved functionality of the DL/ID enrollment process through the acquisition of replacement technologies. Replacement technologies must include devices that are proven, and successfully tested in other jurisdictions.

The DMV has firmly decided to transition to a secure central card production method of delivery provided by CBN STI. This delivery method also serves to provide overall improvements in the security and handling of sensitive components, further reducing the potential for security compromise.

Modified and improved business processes will allow the maximum benefit and utilization of new technology and improved auditing and report generation will serve the DMV's internal needs. This will involve changes in the business process of handling customers.

DMV requires a new DL/ID solution that utilizes DMV's PC-based branch office system, operating a customized Image Capture Application (ICA) that meets the DMV's needs for enrollment and renewal of Driver's Licenses and Identification (DL/ID) cards.

CSC operators will utilize existing workstations to process DMV transactions for customers. The CSC operator who initiated the transaction will complete the transaction, including the capturing of photos and signatures, and breeder document authentication. Note: Breeder documents are the source documents required to complete a transaction. For example, proof of residency, legal presence, social security card, birth certificate, etc. This change is required to ensure that the opportunity for identity switching is not possible in the business process.

Currently most CSCs have a single camera workstation that is dedicated and operated by DMV CSC staff. The future business process must accommodate Image Capture Workstations at each CSC that allows all CSC operators to process the customer they are attending to from the initiation process of the transaction through photo capture. CSC operators will utilize Image Capture Workstations to perform the photo and new breeder document scanning functions. Image Capture Workstations must be deployed to each CSC based upon historical information regarding peak transactions. DMV will be responsible for performing any CSC modifications, structural or otherwise, to support the required configuration.

Once the CSC operator has captured the photo, the system will perform the Facial Recognition (FR) automated photo comparison process, which will provide 1:1 and 1:many matching prior to card production. This process will identify potential matches within the Central Image Storage Solution (CISS) database. The FR process must exclude the confidential DL/IDs.

DL/ID cards shall be produced centrally using images and data collected by the new front end DL/ID solution. DL/ID cards shall also be produced for DL/ID transactions processed by the existing DMV alternative service options (such as renew by mail, Internet, touch-tone phone) using the current photo and signature images on file. The DL/ID solution shall produce daily batch transmissions of all DL/ID records that indicate a pending card request. Cards shall be produced at the CBN STI central card production facility and be prepared and readied for delivery by US Mail.

The following are the strategic points that are essential in the procurement, design, development, and deployment of the new DL/ID solution, referred to as Driver's License Central Issue (DLCI) Project.
1.   Establish the identity of applicants when they first enter the application facility;
2.   Accept only properly secured identity documents with the application and validate information to the extent feasible and practical;
3.   Utilize security features that include tactile features that can be detected under normal conditions;
4.   Ensure the capability to change security features in a proactive attempt to deter compromise;
5.   Confirm the identity for renewals using prior image retrieval;
6.   Validate the individual's entitlement by checking against databases of other jurisdictions;
7.   Eliminate the potential for fraud using security procedures, audits and technology;
8.   Utilize machine-readable forms and automated data capture tools to facilitate and ensure consistent data entry;
9.   Link the issued document to the foundation documents presented at the time of application;
10.   Ensure that the physical document is both secure and durable in view of its intended applications and the attacks to which it is most likely to be exposed;
11.   Adopt a secure production process that limits and controls access to materials, equipment, processes and information;
12.   Ensure a secure, smooth and efficient flow of data to the physical document production environment;
13.   Establish a reliable and secure delivery method for the physical document;
14.   Establish a comprehensive internal audit control process;
15.   Enhance public awareness on the established policies and procedures for obtaining a document;
16.   Aid law enforcement by providing better tools to identify legitimate documents;
17.   Develop a training program outlining the security features of the issued document for those who will most frequently be in contact with the issued document for the purpose of inspection;
18.   Ensure that DMV will be positioned to meet future Federal requirements.

Many of the strategic points identified above, also support DMV's need for an improved Virginia Driver's License and State Identification Card. Considered secure and reliable when first issued in 1999, the present driver's license and ID card lack the security standards now considered as minimum requirements in U.S. jurisdictions. Several state driver's license issuance authorities have recently replaced or announced plans to replace current driver's license issuance systems to meet the newer and upcoming standards for security and data integrity.

Project Scope

The Project Scope defines all of the products and services provided by a project, and identifies the limits of the project. In other words, the Project Scope establishes the boundaries of a project. The Project Scope addresses the who, what, where, when, and why of a project.

The Virginia Department of Motor Vehicles has established a multi-year services contract, through competitive negotiation, for a secure Driver's License/Identification Card (DL/ID) services solution including all necessary hardware, software products, design, development, customization, installation, training, personnel, supplies, and maintenance, on a firm fixed-price cost-per-card basis, as specified in Contract Number: 154:7-004.

The scope of the project to be provided by Canadian Bank Note Company, Limited (CBN STI):
· Project Management services for the duration of the project
· Card Design which meets or exceeds DMV 's and AAMVA requirements, exceptions may apply
· Manufacture and supply of polycarbonate Driver License and Identification Cards (7 types)
· Card Personalization Services (CPS) in a secure central card production facility located in Danville, Virginia; including all hardware and software required
· ISO 27001 Certification Assessment
· Secure Back-up Card Personalization facility in Ottawa, Ontario
· Supply, install, configure, test and maintain the Image Capture Application (ICA) software
· Supply, install, configure, test and maintain Image Capture equipment including: cameras with stand, backdrops, and fingerprint login devices.
· Supply, install, configure, test and maintain the Facial Recognition Servers and software
· Convert and import the current 21 million photo database
· Enroll the current 21 million photo database in the new Automatic Photo Comparison system
· Supply, install, configure, test the DLCI HQ Richmond server infrastructure
· Train the DMV HQ Administration staff, IT personnel and Customer Service Center operators at the assigned training facilities, and the names of resources trained
· Site-visits to designated driver license bureaus (CSCs and training facilities) in the Commonwealth to determine site layout, special requirements, and lighting conditions.
· Prepare and supply user guides and training documentation for system operation
· Site acceptance certificates including test results from the production test run
· Maintenance and support services will be provided by CBN STI for the DL/ID Solution over a period of 7 years, and any additional contract extensions.
· Provision of an Account Manager for the duration of the contract, and any extensions

The scope of the project to be provided by Department of Motor Vehicle (DMV):
1. DMV will furnish and install all graphical DMV workstations for the ICWs in CSC locations. These workstations will be utilized for existing DMV transaction processing and general user activity.
2. DMV will provide the necessary signature pad hardware at each CSC.
3. DMV will provide a graphical DMV workstation compatible with DMV's technical architecture standards for desktops to be used as a Law Enforcement ICW (located at DMV Headquarters).
4. DMV will provide 2 workstations to support the proposed investigative processing solution.
5. DMV will provide image and data files ready for conversion and loading into the new repository.
6. DMV will provide written confirmation following successful completion of the Pre-Alpha Test, Alpha Test, Beta Test, and Final System Acceptance periods.
7. DMV will be responsible for any structural or building modifications required to implement the additional ICW workstations required at each CSC location.

The scope of the project to be provided by Virginia Information Technology Agency (VITA):
1. VITA will provide a Central Image Storage Solution (CISS), including the necessary hardware, software products, staffing and related maintenance that provides a real-time database for storage and retrieval of photo and signature images.
2. VITA will provide standard desktop printers for the Temporary Driver's License (TDL).
3. VITA will provide the necessary network connections from the CSC locations to the DMV Headquarters in Richmond.

Estimated Project Development Schedule (Major Milestones)

Charter Planned Milestones

Milestone	Planned Start Date	Planned Completion Date
Project Initiation and Planning	Mar 17, 2008	May 13, 2008
Project Development Approval	May 14, 2008	Jul 17, 2008
IV&V Detailed Project Planning Review	Jul 22, 2008	Aug 18, 2008
Detailed Project Planning Approval	Jul 18, 2008	Sep 18, 2008
New Card Design Approval	Mar 19, 2008	Jun 24, 2008
Architecture Design	Apr 7, 2008	Aug 28, 2008
Sytem Requirements	Apr 14, 2008	Oct 2, 2008
Software Development	Jun 3, 2008	Dec 31, 2008
Central Processing Center Building Fit-Up Complete (all equipment installed/tested)	Jun 18, 2008	Dec 23, 2008
IV&V In Progress Review	Oct 20, 2008	Nov 7, 2008
Pre-Alpha Testing	Dec 11, 2008	Feb 6, 2009
Alpha Testing	Feb 9, 2009	Mar 19, 2009
Beta Testing	Mar 20, 2009	Apr 29, 2009
CSC Deployment	Apr 30, 2009	Jun 15, 2009
Project Closeout	Jun 16, 2009	Jul 31, 2009
IV&V Closeout Review	Jul 20, 2009	Jul 31, 2009

MEASURES OF SUCCESS

Measures of Success	
	Provides a summary of the Measures of Success . List the Business Objectives, Performance Goal for each business objective, and briefly describe the Methodology for how the Performance Goal is measured
Objective 1:	Ensure that the physical document is both secure and durable.
Performance Goal :	The card stock and design will make the physical document secure and durable.
Methodology :	Through system testing prove the durability of the card stock and prove the card features will make the document secure.
Objective 2:	Utilize security features that include tactile features that can be detected under normal conditions.
Performance Goal:	Investigators are able to detect fraudulent driver licenses by the tactile features
Methodology:	Investigators will be trained to be able to detect fraudulent driver licenses by sight and touch. Through system testing it will be proven the accuracy and success of this objective.
Objective 3:	Produce a secure DL/ID solution that provides a new state driver's license and identification card that meets or exceeds the American Association of Motor Vehicle Administrators (AAMVA) requirements.
Performance Goal:	All 74 Customer Service Centers are operational and successfully processing DL/ID transactions. Card stock used will be constructed to meet or exceed the current AAMVA standards. The card will contain biographical fields that are unique for the cardholder: primary photo image, signature image along with an encrypted 2D barcode. The card will confirm to AAMVA standards with respect to standard credit card size. The captured signatures and photo images will meet the requirements as identified by AAMVA "Best Practices Imaging Standard for Photographs and Signatures".
Methodology:	Through system testing prove all 74 CSCs are processing DL/ID transactions successfully. Through system acceptance testing prove that the card produced meets and/or exceeds AAMVA standards.
Objective 4:	Minimize the potential for customer and employee fraud.
Performance Goal:	Reduce the ability of people being able to reproduce, duplicate, or alter driver's licenses and identification cards by 98%.
Methodology:	Using security procedures, audits and technology prove how difficult it will be to reproduce, duplicate, or alter a driver's license or identification card.
Objective 5:	Ensure that DMV will be positioned to meet future Federal requirements.
Performance Goal:	The current 28 million photo database can be imported and enrolled into the facial recognition solution with 100% accuracy.
Methodology:	After the current photo database is converted and imported into the new system for image storage, the system will be fully tested to ensure that all images are retrievable.
Objective 6:	Adopt a secure production process that limits and controls access to materials, equipment, processes and information.
Performance Goal:	Secure card production center located in Danville, VA is successfully producing DL/IDs with 100% accuracy
Methodology:	During system testing staff at the Danville, VA location will report immediately any problems incurred. Management will verify that there is no card inventory located at the CSCs, and that all inventory is located and secured in the Danville location.
Objective 7:	

Performance Goal:	
Methodology:	
Objective 8:	
Performance Goal:	
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Objective 30:	
Performance Goal :	
Methodology:	

PROJECT AUTHORITY

Authorization

Name the project approval authority that is committing organization resources to the project. Identify the source of this authority. The source of the approval authority often resides in code or policy and is related to the authority of the individual's position or title.

DMV's Portfolio Steering Committee (PSC), which consists of the Commissioner, Deputy Commissioner of Operations, Deputy Commissioner of Finance, and Assistant Commissioner - Chief Information Officer, authorized this project.

Project Manager Appointment

Name the Project Manager and define his or her role and responsibility over the project. Depending on the project's complexities, include how the Project Manager will control matrixed organizations and employees.

The IT Project Manager (David Bigness, PMP):
   Appointed and given responsibility for management of the IT hardware, software and related IT service deliverables of the project
   Will work jointly with the Business Project Manager and the CBN STI Project Managers to develop a project plan,
   Will develop IT hardware and software installation schedule,
   Ensure that the IT deliverables are successfully executed, completed on time,
   Will be within budget, and
   Will ensure delivery of an acceptable level of quality.

The Business Project Manager (Robert Irving) :
   Appointed and given responsibility for management of this project
   Will work jointly with the IT Project Manager and the CBN STI Project Managers to develop a project plan,
   Will develop installation schedule
   Will ensure that the project is successfully executed,
   Will ensure work is completed on time,
   Will be within budget, and
   Will ensure delivery of an acceptable level of quality.

The project managers will ensure deliverables are on time and are accepted by CBN STI, DMV, and all vendors/contractors that are involved in the project.
Conduct project status meetings, prepare and deliver status reports.
Determine, establish, track, and manage project schedule timing and resource allocation to ensure targets are reached.
Through negotiations and escalation, if necessary, to resolve any issues that may arise between and among matrixed organizations and project team members.

In addition, the DMV Project Managers' responsibilities and authorities shall include:
(i) Directing and managing all Department of Motor Vehicle activities associated with the Contract;
(ii) Providing an initial point of communication with the CBN STI Project Manager; and
(iii) Responsibility for compliance by the Department of Motor Vehicles of its obligations pursuant to the Contract.

The CBN STI Project Manager (Adrian Furtuna, PMP):
   Appointed and given responsibilities and authorities to include:
To deliver projects on time, within budget and which meet or exceed client expectations.
   Define the goals, scope and requirements of the project.
   Define and execute project control activities.
   Develop the Project Charter and Project Plan; gain approval of the Project Charter, which also includes the Project Plan.
   Define, acquire and coordinate internal and contracted resources sufficient to accomplish committed deliverables.
   Ensure deliverables are on time and are accepted by both CBN STI and DMV project teams.
   Conduct project status meetings, prepare and deliver status reports.
   Determine, establish, track, and manage project schedule timing and resource allocation to ensure targets are reached.
   Provide leadership and mentoring to entire team on one project.
   Customer interface tasks (meeting coordination, deliverable handoffs and signoffs, expectation and relationship management) and negotiation.
   Root cause analysis, issues management, conflict resolution.
   Facilitate all phases of the project.
   Manage budgets.
   Maintains up-to-date Project Activity and Issues Log.
   Delivers timely and acceptable project services and deliverables.
   Ensures Customer Acceptance Test signoff.
   Provides Project Summary.
   Creates post-project report.
   Provides subsequent phase service plan.
   Prepares and distributes weekly progress reports internally and to customer.

VITA Point of Contact (Zeta Wade): The VITA point of contact will ensure VITA deliverables are on time and are accepted by CBN STI, DMV, and all vendors/contractors that are involved in the project. The VITA POC will report to the IT Project Manager on the status of VITA deliverables. The VITA POC will also determine, establish, track, and manage VITA project schedule timing and resource allocation to ensure targets are reached. Through negotiations and escalation, if necessary, the POC will resolve any issues that may arise among matrixed organizations and project team members within the VITA structure.

Oversight

Describe the Commonwealth or Agency Oversight controls over the project.

Virginia DMV Program/Project Sponsor is D. B. Smit, Commissioner, and the Canadian Bank Note Secure Technologies Inc (CBN STI) Program/Project Sponsor is Ian Shaw, President.

The Internal Agency Oversight Committee will consist of DB Smit, Commissioner, Karen Chappell, Deputy Commissioner for Operations (COO), David Mitchell, Deputy Commissioner for Finance (CFO), Dave Burhop, Assistant Commissioner CIO, Karen Grim, Assistant Commissioner for Driver and Vehicle Services, Jeannie Thorpe, Director of Human Resources, David Bigness, PMP, IT Project Manager, Zeta Wade, VITA Primary Point of Contact, and Pat Reynolds from the Commonwealth Project Management Division as a non-voting member. The Agency Oversight Committee will meet monthly. The Agency Oversight Committee will review the progress of the project, resolve any issues that were raised since the last meeting, provide any necessary direction, and make any decisions requiring management approval.

CBN Secure Technologies Inc. Project Steering Committee / Change Review Board consists of Cornel Bright, Francine Roy, Marilou Robinson, and Mike Jones.

The roles and responsibilities and accountabilities for the Internal Agency Oversight Committee (IAOC) and the Project Steering Committee (PSC) are outlined as follows:
Define, Enable, Control
They will ensure the delivery of the business outcomes and achievement of the business benefits. The AOC and the PSC will steer the project through their respective business areas, providing strategic guidance and removing obstacles and ensuring support through:
·   making decisions to progress the project
·   setting and agreeing policy changes
·   resolving issues within and across business areas and as escalated to the Steering Committee
·   agreeing the project's implementation strategy
·   preventing problems arising for a project
·   engendering and sustaining support for the project
·   delivering issue or problem resolutions to the timetable agreed
·   recognizing and celebrating the successes achieved within the business and project team.
Monitor
The IAOC and the PSC shall monitor project progress and agree and commit to the project's:
·   milestones
·   deliverables
·   benefits and outcomes.
They shall challenge the status, cost and timings of the project throughout its lifecycle.
Measure
They shall ensure the business changes are implemented that deliver the outcomes and benefits through the leadership of the:
·   change management approach
·   project management approach
·   benefit realization actions (both during and post the project).

The Transportation Secretariat Oversight Committee (SOC) will provide oversight for the DLCI projects as prescribed by the Project Management Standard. The SOC represents the business or functional owners and will have the following membership at a minimum:

* Proponent Secretary (Chair ex officio);
* Proponent Deputy Secretary (Chair);
* CIO Representative (VITA - Associate Director for Project Management);
* Secretary of Finance Representative - (Department of Planning and Budget - DPB Analyst);
* Proponent Agency Head or designated substitute; and
* Others, as appointed by the Chair and CIO.

The SOC will validate proposed project business cases and make recommendations to the CIO. The Committee will also review Independent Verification and Validation (IV&V) reports for Major IT Projects and may recommend corrective actions. The Committee will accept escalated issues from the IAOC to consider and resolve, or forward their recommendations to the CIO for final resolution., if necessary, the POC will resolve any issues that may arise among matrixed organizations and project team members within the VITA structure.

Project Organization Chart

Provide a graphic depiction of the project team. The graphical representation is a hierarchal diagram of the project organization that begins with the project sponsor and includes the project team and other stakeholders.

Name	Link	Size	Owner	Uploaded
Approval for DMV Driver License Central Issue Services Project.xml	http://ctp.vita.virg...docId=1680	190 KB	Vanhorn, Jan	Jun 19, 2008 11:43 AM
	Description: Approval tab for DMV Driver License Central Issue Services Project - Planning Approval			
DLCI_CBA_Tool_DMV-hosting ROM.xls	http://ctp.vita.virg...docId=1884	43 KB	Reynolds, Pat	Aug 4, 2008 10:32 AM
	Description: CBA, using DMV-hosted CISS ROM			
ITSP Projects for CIO Approval - VEC DMV 06192008.txt	http://ctp.vita.virg...docId=1679	4 KB	Vanhorn, Jan	Jun 19, 2008 11:41 AM
	Description: CIO approval email for DMV Driver License Central Issue Services Project - Planning Approval			
Project Management & Oversight Org Chart 7-22-08.vsd	http://ctp.vita.virg...docId=1885	55 KB	Reynolds, Pat	Aug 4, 2008 10:33 AM
	Description: project org chart			

Organization Description

Describe the type of organization used for the project team, its makeup, and the lines of authority

The Project will utilize a balanced matrix organization due to the fact that various members of the DMV project team will be "borrowed" from their functional units and some of the project team will consist of CBN employees.

·   The Project Sponsor will make the business case for the project, ensuring availability of resources, ensuring that project goals are met, and resolving priority conflicts.

·   The Program Managers will provide project oversight and project approvals. They will report ongoing project status to the Project Sponsor as required.

·   The Business Project Manager and the IT Project Manager will be responsible for assigning priorities; directing the project team and ensuring milestones are met.

·   The IT Technical Project Lead will work with the Project Managers to oversee all IT responsibilities pertaining to Developers, Networking, Hardware, and Database Administrators.

Roles & Responsibilities

Describe, at a minimum, the Roles and Responsibilities of all stakeholders identified in the organizational diagram above. Some stakeholders may exist whom are not part of the formal project team but have roles and responsibilities related to the project. Include these stakeholders' roles and responsibilities also.

The Oversight Committee provides recommendations to business leaders regarding project initiation or continuance, management, baselines (performance, cost, and schedule), periodic reviews, and any additional follow-up actions required to ensure the success of the project.

D. B. Smit, Project Sponsor, is the Commissioner for DMV, who makes the business case for the project. He has the authority to define project goals, secure resources, and resolve organizational and priority conflicts.

Robert Irving, the Business Project Manager, will provide project oversight and project approvals. He will report ongoing project status to the Project Sponsor as required.

David Bigness, PMP, IT Project Manager, has been appointed and given responsibility for management of the IT hardware, software and

related service deliverables of the project. The IT Project Manager must develop a portion of the project plan, installation schedule, and ensure that the IT deliverables are successfully executed, completed on time, within budget, and at an acceptable level of quality.

Project Team (Staff) - The project team includes those individuals assigned, either part time or full time, to the project and are responsible for the completion of project tasks. The project team includes subject matter experts responsible for executing the project plan.

The following personnel will be the major participants on this project. In the event that any of the following persons are not able to perform their respective functions, notification of an alternative will be provided.

Department of Motor Vehicles, Commonwealth of Virginia:

Project Management Team
.   David Bigness, PMP, IT Project Manager
·   Robert Irving, Business Project Manager
·   Eddie Wirt, Deputy Business Project Manager

Project Support Teams
·   Don Boswell, Card Design, Law Enforcement, Facial Recognition
·   Diane Maloney, Training
·   Pam Schwartz, Information Technology
·   Candace Dreher, Operations
·   Mike Baxter, CSC Facility and Upgrades (including Danville)
·   Pam Goheen, Communications

CBN Secure Technologies Inc.:

Project Management Team
·   Adrian Furtuna, PMP, Kerry Capello, Project Managers
·   Project Assistant (TBD)

Project Support Teams
·   Nick Blackstone, CPC Facility Fit-up Project Manager
·   Patrick Holway, CSC Deployment Project Manager (BTI)
·   Kim Alf, Training and Documentation Team Leader
·   Lilia Semjonov, Card Design Security Program
·   Doug Fawcett, Application Development Team Leader
·   Linda Chan, ICW Development
·   Chuck Warring, Physical / Process Security
·   Gordon McKechnie, Privacy Policy

Software Development
·   Anton Kalkovski, Director – Software Development
·   Bogdan Manoilescu, Senior Software Developer
·   John Garrett, Business Analyst

Security Printing & Card Manufacturing
·   Larry Winter, Security Printing
·   Julie Lavergne, Card Manufacturing

Card Personalization
·   Jason Arends, Operations Manager, Danville-VA

Procurement and Logistics
·   Jeff Dolan, Subcontractor Management / Procurement Services

Account Management
·   Dan Sanchez, Holly Smith, Account Manager (TBD), if necessary, the POC will resolve any issues that may arise among matrixed organizations and project team members within the VITA structure.

VITA Point of Contact (Zeta Wade): The VITA point of contact will ensure VITA deliverables are on time and are accepted by CBN STI, DMV, and all vendors/contractors that are involved in the project. The VITA POC will report to the IT Project Manager on the status of VITA deliverables. The VITA POC will also determine, establish, track, and manage VITA project schedule timing and resource allocation to ensure targets are reached. Through negotiations and escalation, if necessary, the POC will resolve any issues that may arise among matrixed organizations and project team members within the VITA structure.

PROJECT RESOURCES

Resources

Project Charter - Funding

Source	Dollars ($)	Notes
General Fund	0.00	
Non-General Fund	5,391,875.00	
Federal	0.00	
Other	0.00	
Total	5,391,875.00	
Project Team (Full & Part-time Staff)	421,875.00	
Customer Support		
Facilities	750,000.00	
Equipment	910,000.00	Based On VITA ROM from CBN recommendation. VITA will reflect reduced costs based on revised requirements when statement of work is issued to DMV. ROM is based on a worst case scenario
Software Tools	1,690,000.00	Based On VITA ROM from CBN recommendation. VITA will reflect reduced costs based on revised requirements when statement of work is issued to DMV. ROM is based on a worst case scenario
Other	1,620,000.00	Services 1,020,000; Training 20,000; IV&V 90,000; Contingency 490,000

Cost Savings:	2,131,311.00
Cost Savings Avoidance:	2,447,768.00

APPROVALS

User	
Submit to Review Body for Approval:	Yes

Business Sponsor		
Indicate approval for new project or change to existing project.:	Yes	⭐
Date and Time Stamp of Entry:	Monday, August 04, 2008 11:39:30 AM	
Comments (if any):	Approval email on file: DB Smit, DMV Commisioner, and Karen Chappell, DMV Deputy Commissioner, 8/1/08	

Agency Head Approval		
Indicate approval for new project or change to existing project.:	Yes	⭐
Date and Time Stamp of Entry:	Monday, August 04, 2008 11:39:30 AM	
Comments (if any):	Approval email on file: DB Smit, DMV Commisioner, 8/1/08	

Secretariat Approval		
Indicate approval for new project or change to existing project.:	Yes	⭐
Date and Time Stamp of Entry:	Monday, August 04, 2008 11:39:30 AM	
Comments (if any):	Approval email on file: Ralph Davis, chair of Transportation Secretariat Oversight Committee, 8/4/08	

Balanced Scorecard Summary (Reference only)

Category	Summary Indicators	Comments
Stakeholder Perspective	🟡	Yellow due to negative ROI, balanced with enhanced DL security.
Business Process	🟡	This is a mission-critical, high-complexity, high-risk project. The agency put itself into a bind regarding the overly-aggressive schedule and excluding VITA from involvement at an earlier stage.
Project Management Perspective	🟡	DMV is bringing on a 100% dedicated IT PM to control a large, complex team while the team is still forming and the project is underway. From its inception, the project has no float, and a large amount of work must be done with at least three distinct organizations. VITA is providing a single point of contact and is under much pressure to deliver on time and on spec. From a project management perspective, DLCI is high risk.

Financial and Economic	🟡	Negative ROI claimed. DLCI will cost the Commonwealth significantly more than the current vendor; however, DMV will be getting a superior product and adding another layer of security for the Commonwealth. Current cost estimates (80% accuracy claimed) do not have as firm grounding as PMD prefers, but the aggressive timeline makes budget accuracy less critical.
Enterprise (Commonwealth) Portfolio	🟡	This is a high-risk project for inclusion in the Commonwealth IT portfolio. The deadline imposed on the project has driven DMV and VITA to compromises that would not normally be tolerated, regarding project scope, schedule and budget, as well as certain elements of the technical solution. It is only the mission-critical nature of the project deliverables - more secure driver's licenses - that has driven DMV and VITA to move forward with the project while allowing the project initiation paperwork eventually catch up. The late, convoluted and confusing launch of this project is a handicap that the Commonwealth must overcome in order to achieve success with DLCI.
Overall Summary	🟡	This is a high-risk project recommended for inclusion in the Commonwealth IT portfolio. PMD has expressed its concern for the weaknesses in the project launch, project team organization, technical solution and disaster recovery. However, the reality is that the Commonwealth must go forward with DLCI under a very tight timeline in order to ensure uninterrupted issuance of driver's licenses, a mission-critical service of the Commonwealth. To insure Commonwealth success in the face of significant project initiation obstacles, risk management must be given continuous emphasis by all members of the project team and the supporting IV&V consultant.

PMD Recommendation / Approval

Recommendation:	Recommended	⭐
Indicate approval for new project or change to existing project.:	Yes	⭐
Date and Time Stamp of Most Recent Entry:	Monday, August 04, 2008 11:41:10 AM	
Comments (if any):	PMD recommendation sent to CIO via decision brief.	
CIO Portfolio Approval Queue:	Subset 1	

Balanced Scorecard Summary (Reference only)

Category	Summary Indicators	Comments
Stakeholder Perspective	🟡	Yellow due to negative ROI, balanced with enhanced DL security.
Business Process	🟡	This is a mission-critical, high-complexity, high-risk project. The agency put itself into a bind regarding the overly-aggressive schedule and excluding VITA from involvement at an earlier stage.
Project Management Perspective	🟡	DMV is bringing on a 100% dedicated IT PM to control a large, complex team while the team is still forming and the project is underway. From its inception, the project has no float, and a large amount of work must be done with at least three distinct organizations. VITA is providing a single point of contact and is under much pressure to deliver on time and on spec. From a project management perspective, DLCI is high risk.
Financial and Economic	🟡	Negative ROI claimed. DLCI will cost the Commonwealth significantly more than the current vendor; however, DMV will be getting a superior product and adding another layer of security for the Commonwealth. Current cost estimates (80% accuracy claimed) do not have as firm grounding as PMD prefers, but the aggressive timeline makes budget accuracy less critical.

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CIO Approval

Indicate approval for new project or change to existing project.:		—
Date and Time Stamp of Most Recent Entry:	Thursday, June 19, 2008 11:33:52 AM	
Comments (if any):	.	

ITIB Approval

Indicate approval for new project or change to existing project.:		—
Date and Time Stamp of Most Recent Entry:		
Comments (if any):		

PMD Director	
Investment Status:	Approved for Planning

Reset Approval Triggers
The box to the right is for PMD to "clear" the project triggers and approvals in order for future changes to be submitted for approval. To clear, select "No Value" for each approval trigger.

Approval Triggers		
Submission to Business Sponsor for approval?:	Yes	⭐
Business Sponsor Approval:	Yes	⭐
Comments:	Approval email on file: DB Smit, DMV Commisioner, and Karen Chappell, DMV Deputy Commissioner, 8/1/08	
Agency Head Approval:	Yes	⭐
Comments:	Approval email on file: DB Smit, DMV Commisioner, 8/1/08	
Secretariat Approval:	Yes	
Comments:	Approval email on file: Ralph Davis, chair of Transportation Secretariat Oversight Committee, 8/4/08	